NSF21 Staffing Standards and Metrics Brief USMC PMO Conference DEC 00

NAVY SECURITY WAY AHEAD

- **ISSUE**: The current process is subjective.
- **DISCUSSION**: We need objective staffing standards and effectiveness measures to ensure commands are able to accomplish their security mission.
- **ACTION**: Determine requirement and structure to support.
- **RECOMMENDATION**: As Follows…..

Industry Metric standards

We used industry standards to develop our metrics;

- Focuses on Mission
- Linked to Outcomes
- Limited to a few key indicators
- Relies on Measurability
- Is Objective, Valid and Reliable
- Able to address multiple purposes

ME2 Security Program

Regional Framework

- Common Procedures and Equipment
- Situational Awareness
  - Security Command and Control
  - Regional Security System
- Deployable NSF
  - Surge capability
- Consolidated AT Planning, Exercises & Training

Security Patrol Metrics

- **Empirical security patrol force indicators**
  - **Workload- handle the calls for service, police reports, security checks**
  - **Performance (response times)- ability to properly respond to an incident within required response times**
  - **Capabilities- Minimum staffing to provide deterrence presence**

Patrol Shift Workload Standards

Activity based standards

6.5 hours of productive time per 8 hour shift

2/3 of productive time engaged in directed activity (security checks/call for service)

1/3 of productive time available to patrol

If the average call for service is 30 minutes ???

Average time to complete a police report (ICR) is 60 minutes. Each ICR = 2 calls for service

Average shift calls for service	Number of Required Patrol units
0-8	1
9-16	2
17-24	3
25-32	4
33-40	5
41-48	6
49-56	7

Performance Based Patrol Zone Standards

Examples of current asset protection and response requirements:

Reference	Asset	Response Time (Min)	Comments (One responder unless otherwise indicated)
OPNAVINST 5530.14C	Non-alert Aircraft	5	Page 3-6, 2 people
OPNAVINST 5530.14C	A assets & life-threatening	5	Page 8-2&3 subparagraph i
DOD C5210.41M	Nuclear weapons	Controlled	
DOD C5210.41M	C4I	Controlled	
NAVSEAINST C9210.22B	Reactors/Special Nuclear Material	Classified	
OPNAVINST 5530.13B	AA&E	15	Page 3-5
Executive Order 12958	Classified Top Secret	15	
Executive Order 12958	Classified Secret	30	
DCID 1/21	SCIFs-Open Storage	5	U.S. Citizen
DCID 1/21	SCIFs-Closed Storage	10 OCONUS 15 CONUS	U.S. Citizen

Performance Based Patrol Zone Standard

Patrol zones are established to ensure a 5 minute response to all life threatening calls for service in populated areas

Average response time is calculated by determining the distance a vehicle can travel on base within the code 3 speed limits which is 10 mph plus the posted speed limit or if off base the normal speed limit.

MPH/ distance	
30	2.5 miles
40	3.5 miles
50	4 miles

Patrol response

5 minutes- initial response for alarms/ crimes in progress

10 minutes- Backup / response to routine calls for service

Minimum capabilities staffing

- If there were no crime, no incidents or calls for service we still would need a security force to protect the installation
- To determine the minimum force structure we developed a probability matrix which categorizes installations and establishes a minimum patrol capability for each category
- A minimum call for service requires at least 1 patrol unit with a 10 minute back-up
- Level 1 locations will be staffed to handle 1 call for service
- Level 2 locations will be staffed to handle 2 simultaneous calls for service
- Level 3 locations (identified by CINC) will be staffed to handle at least two simultaneous calls and provide additional protective measures for heighten threat environment.

Minimum capabilities staffing

Level 1- Minimum staffing 2 Patrol posts

Activity No homeported fleet ships or aircraft/ Accompanied tour

Facility No homeported fleet ships or aircraft/ Unaccompanied tour

Centers Specialized support: Warfare, Training, Logistics, Technical, Research etc..

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Level 2- Minimum Staffing 4 Patrol posts

Base Fleet multi-platforms/ Fleet concentration areas Homeported fleet ships & aircraft/ Accompanied Tour

Stations Homeported fleet ships or aircraft/ Normally a single platform site/ Accompanied Tour

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Level 3- Minimum staffing requires more than 4 posts

Special high threat or critical locations that require increased protection of more than 4 patrol units. Bases will be assessed and baseline developed on individual basis .

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Patrol Assessment Process

- **Determine Base minimum staffing level**
- **Determine the workload - calls for service and ICR's per shift**
- **Determine the Patrol zone requirements**
  - **Ensure 5 minute response to alarms**
  - **Ensure 10 minute backup available**
- ***The largest requirement determines end-strength***

Example

- **L2- 4 units**
- **38 calls- 5 units**
- **3 zones- 3 units**
- ***5 units***

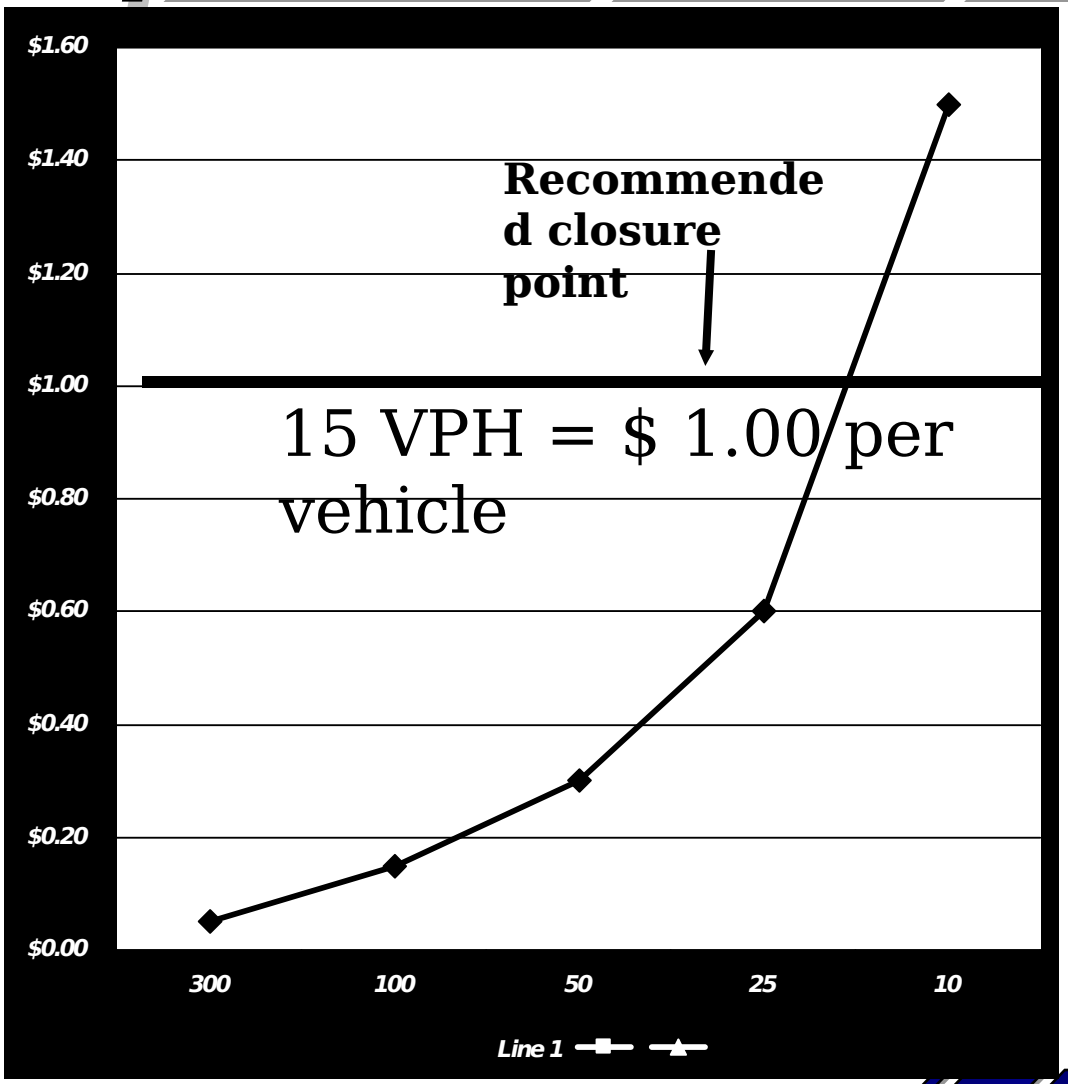
Security Staffing Formula

- **Prior to decentralization NAVMAC conducted a detailed study of the security function:**
- **Security workday is 25.5 hours./ workweek 178.5 hours**
- **Post strength is determined by adding all of the weekly posting requirements and multiplying them by the staffing formula**
- **Staffing formula-** $\frac{\text{WWH}}{31.66}$

24 hours/ 7 days a week post = 5.6 per (@ 250K)

7- 24/7 posts = 1249.5 = 39 personnel

Gate Staffing/Validation process



Secondary External Access Control Points (EACP) will be validated by workload standard.

- **Limiting access enhances security**
- **Secondary gates are often left open for convenience**
- **As usage decreases unit cost increases:**
- 100 per hour = .15 per car
- **15 per hour= 1.00 per car**

15 or less not cost effective

Note- Closing a gate for 8 hours saves @ 43K year

Investigator Workload Matrix

There are three categories of investigations

Tier 1 Complex cases multiple leads, surveillance etc**. (5 points**)

Tier 2 Intermediate cases with four to seven leads **(3 points**)

Tier 3 Simple cases with three or less leads **(1 point)**

Case values are assigned by the supervising agent

Shared cases will the receive credit based on participation

(example 70% on a Category 5 case= 3 points etc.)

Investigator End-strength Matrix

Average Monthly Caseload Points	Investigator End-strength
0-15	1
16-30	2
31-45	3
46-60	4
61-75	5

Caseload per base

Investigative case workload assessment:

Tier 1- complex case - 5 pts

Tier 2- Intermediate (4-7 leads)- 3 pts

Tier 3- simple case 1-3 leads- 1 pt

Total numbers of investigators are determined by adding monthly case points and dividing the total by 15.

Note- Smaller units should train backup investigators.

Staffing Rules

- **Reimbursable posts will only be assigned to tenant's assets and will not be calculated into the base's response forces**
- **Patrols assigned to special assets I.e airfields will not be used for responses outside of their asset protection zone**
- **No more than 50% of the on base units will be used for off base responses and must retain 10 minute back-up for base.**
- **All patrol units will have a 10 minute backup or assigned a second person**
- **Off base housing units will be determined by workload and 5 minute response times.**
- **Supervisor staffing add 1 per 10-19/ 2 per 20-29 / 3 per 30 >**

We know What we don't know

<u>We don't know the current workload</u>;

- **Workload is determined by averaging the length and number of calls for service**

- **We know what we want to measure and how we need to measure it but the current process is not accurately collecting the information**
- **Must retrain security units on the process and find or develop standard dispatcher software for security departments**
- **We also need to complete development of our waterside protection standards**

Snapshot of Template studies

Pearl Harbor base validate)	- 11 (two patrols/ Off housing reimbursable-
San Diego	+ 11 (two patrols)
Ingleside Tx	- 1 person
NDW Navy Yard	No change
Bethesda NMC	- 7 (one post/ staff)
Pensacola	No change
Northwest	No change

Proves- current process is very accurate

Part two:

Threat Condition Staffing Proposal

Current Threat Condition Staffing

- Nebulous guidelines
- Not capabilities based
- No standardized protection protocols
- Each Base establishes individual requirements
- Fleets unable to resource higher threat conditions

Proposed Threat Condition Staffing

Based on DOD requirements

Resource to capabilities

Standardized staffing protocols

Identify full time staffing requirements

Identify ASF augmentation requirements

Alpha Patrol Shift Workload Standards

Activity based standards / Alpha RAM staffing

- Measure 4: Increase spot checks- Establish a vehicle inspection team (two searchers and supervisor) 40 hours requires 3 personnel.
- Measure 5: Limit access points- Post armed sentries at all gates at CONUS A-C installations and all Overseas bases.
- Measure 9: “Mutual” Antiterrorism measures- In various locations, especially OUTCONUS, joint posts, with local forces both on and/or off base, have been established. These posts foster good relations and enhance security for US personnel. Any post authorized by Local agreement and sanctioned by the Claimant will be validated and staffed to support the function.

Alpha Patrol Shift Workload Standards

Proposed minimum patrol activity standards

- 6.5 hours of productive time per 8 hour shift
- 2/3 of productive time engaged in tangible activity
- 1/3 of productive time available to patrol
- Average call for service 30 minutes
- Average time to complete a police report (ICR) is 60 minutes. Each ICR = 2 calls for service
- One fully trained and qualified officer can handle an average of 8 calls for service per

Average shift calls for service	Number of Required Patrol units
0-8	1
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Bravo Patrol Shift Workload Standards

Activity based standards / Bravo RAM staffing

- Measure 19: Provide protection to:

- Domestic accommodations (off Base Housing) minimum criteria- 50 units with a defined US perimeter. Minimum staffing is one unit with one 10 minute backup plus an access control post.

- Overseas schools- provide one mobile sentry I hour prior to opening and during hours of operations to include “after school” events plus 30 minutes. At locations outside of the 10 minute response a secondary post will be established.

- Other soft targets- In addition to base patrols, establish 2 single person counter-surveillance units - 80 hours coverage per week. This position will normally be assigned to the investigative division.

Bravo Patrol Shift Workload Standards

Activity based standards / Bravo RAM staffing

- Measure 22: Establish two vehicle inspection teams- (80 hours of inspections), each team will be comprised of 3 personnel, two inspectors and a supervisor who also provides backup to gate sentry. Total requirement 6 personnel
- Measure 23 : Increase patrols/ Patrol staffing-
- 1/2 of productive time engaged in directed activity
- 1/2 of productive time available to patrol
- Measure 24: Provide one protective escort for CO of installation, any Flag Officers and

Average shift calls for service	Number of Required Patrol units
0-6	1
7-12	2
13-18	3
19-24	4
25-30	5
31-36	6
37-42	7

Charlie Patrol Shift Workload Standards

Activity based standards / Charlie RAM staffing

- Measure 33: Enforce entry control (post a sentry at all gates and Randomly search vehicles- provide a 3 person search team at every Gate or provide staff to operate any security equipment
- Measure 36: Increase patrolling -
- 1/3 of productive time engaged in directed activity
- 2/3 of productive time available to patrol (out of vehicle and walking perimeter)
- Measure 37: special attention to vulnerable points- Establish 5 single person counter-surveillance units provides 24/7 coverage.

Average shift calls for service	Number of Required Patrol units
0-4	1
5-8	2
9-12	3
13-16	4
17-20	5
21-24	6
25-28	7

Snapshot of Bravo Theatcon studies

Sigonella

- Developed protection criteria for off base housing
- November 1999 validated 350 requirements (old system)
- June 2000 template validated 300 requirements
- Identified 5 gates for automated access study
- Other studies- Naples reduced by 10 / Gaeta plus 10/ NAVACT UK unchanged
- Identified posts for automated access study
- Roosy Rds PR- No change in current

Outcome Based Staffing

- **Identify staffing requirements for all posts from Normal through Delta**
- **Identify posts where technology can augment staffing requirements**
- **Identify the “C” rating for every post and link to protected asset**
- **Link analysis process with other assessment tools to identify crime trends, vulnerabilities & program effectiveness**

Summary

- This is a work in progress and initial study will be completed by October

- We need to develop a parallel equipment assessment model as well as a standardized data software collection tool to accurately capture workload. Estimate at least another year to procure, implement and collect accurate workload data.

- This standardized staffing, <u>in conjunction with NSF 21</u> will:

- enable each installation to identify minimum staffing functions

- enable commanders to prioritize their posting requirements and capabilities and chain of command to understand their security units capabilities and identify the specific impact of any reductions in force